



TEXAS Board of Architectural Examiners

Architects ■ Interior Designers ■ Landscape Architects

Agency Workforce Plan For 2013 to 2017

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Term

08/25/04 - 01/31/15
04/01/08 - 01/31/13
01/31/09 - 01/31/15
01/31/11 - 01/31/17
01/31/11 - 01/31/17
01/31/09 - 01/31/15
01/31/11 - 01/31/17
04/01/08 - 01/31/13
05/31/01 - 01/31/13

Hometown

Aledo
Corpus Christi
Austin
San Antonio
The Woodlands
El Paso
Dallas
Midland
Driftwood

Workforce Plan

Overview

The Texas Board of Architectural Examiners (TBAE) is a small state agency operating under the Self-Directed Semi-Independent Pilot Project Program (SDSI). At the end of June 2012, TBAE employs 23 staff members. TBAE's commitment to high standards for excellence and customer service requires the agency to recruit and maintain a highly skilled staff.

In FY 2005 the agency implemented an on-line renewal process which still continues to evolve and improve business operations. As the use of technology becomes more important to the agency's business, employees must have the technical skills along with customer service skills. As the agency moves forward, it will be necessary to ensure employees are provided with training opportunities to enhance their skill sets and to develop recruitment practices that will aid in hiring highly qualified staff.

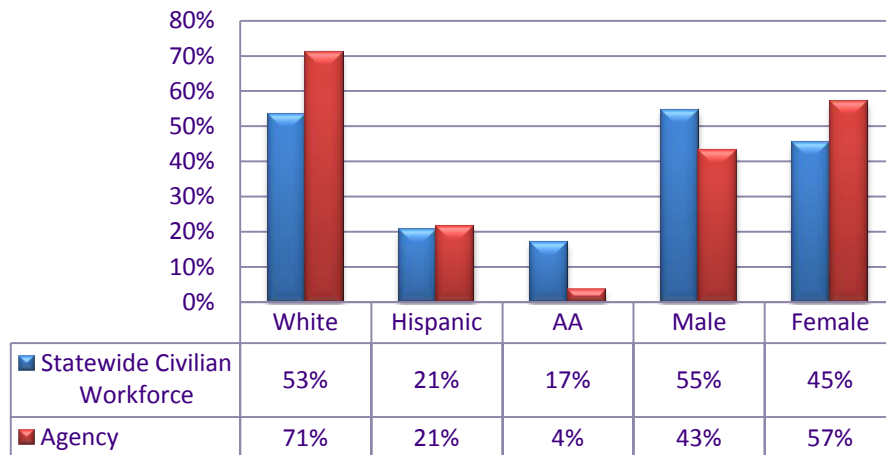
Workforce Demographics

Due to the small size of TBAE and its low turnover rate, the agency struggles to meet various diversity targets. For most job categories, the agency is comparable to or above statewide work force statistics however, the agency will continue to pursue recruitment efforts to draw highly qualified African Americans and Hispanics. Note that totals do not equal 100% because the "Other" category is not included.

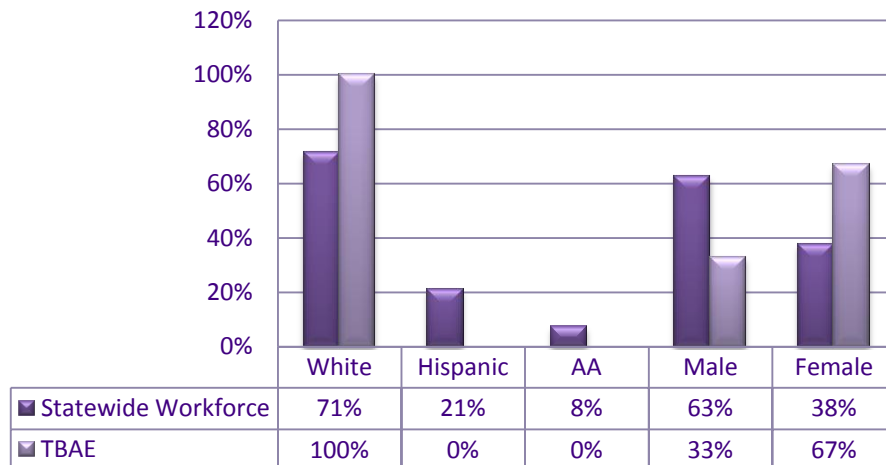
The following charts reflect the agency workforce as of 8/31/2011.

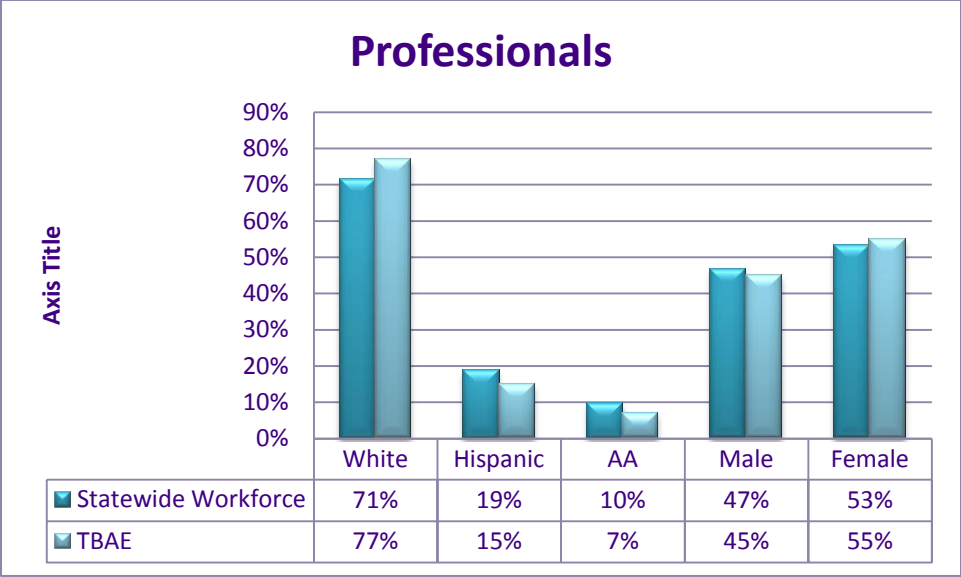
Race and Sex - The following graphics compares the demographic profile of TBAE's workforce to that of the statewide civilian workforce.

Comparison of Statewide Workforce to TBAE

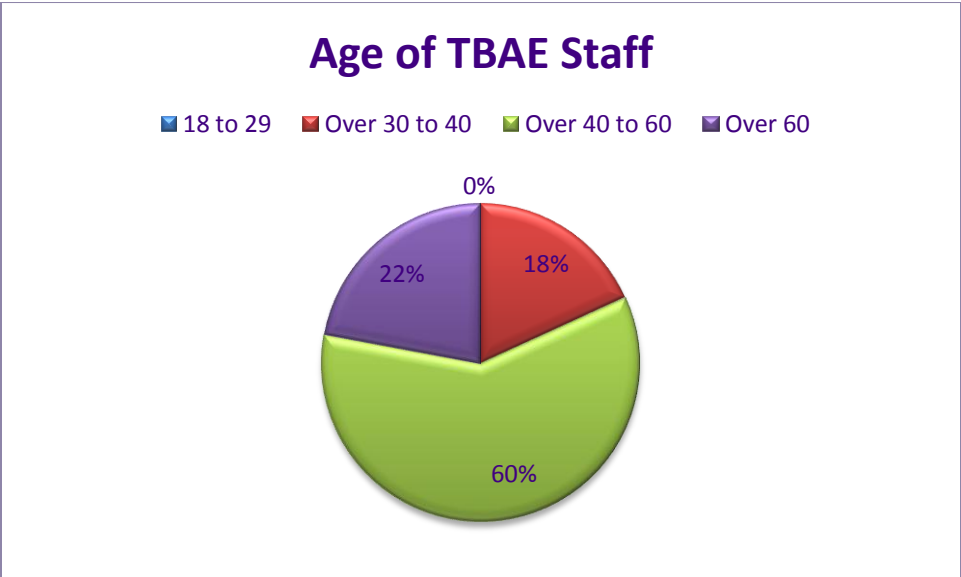


Officials & Administrators

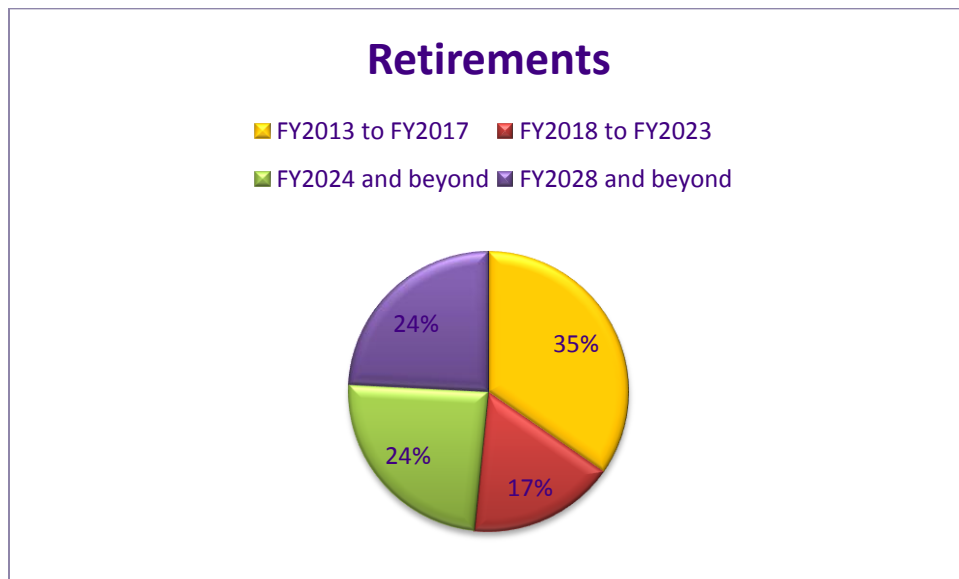




Age - Due to the small workforce and low turnover, the agency is an older workforce.



Retirement and Succession Planning - Approximately 35% of employees will be eligible to retire between FY2013 and FY2017. This increases the urgency in which the agency must plan for the potential loss of expertise and institutional knowledge.



Skills Inventory

Although the agency has many talented and qualified employees, there are a number of critical skills that are important to the agency's ability to operate. TBAE could not effectively accomplish basic business functions without these skills:

- Customer service
- Analysis/research
- Problem solving
- Communication (verbal and written)
- Computer proficiency (skills requirements range from basic to expert)
- Investigation
- Accounting
- Management

TBAE's work force currently has the necessary skills to do the required work. In the next five years the agency could experience a shortage of required skills, particularly in management due to potential retirements and normal attrition. The agency will also need to

focus on succession planning strategies due to the number of employees eligible to retire over the next five years.

Workforce Strategies

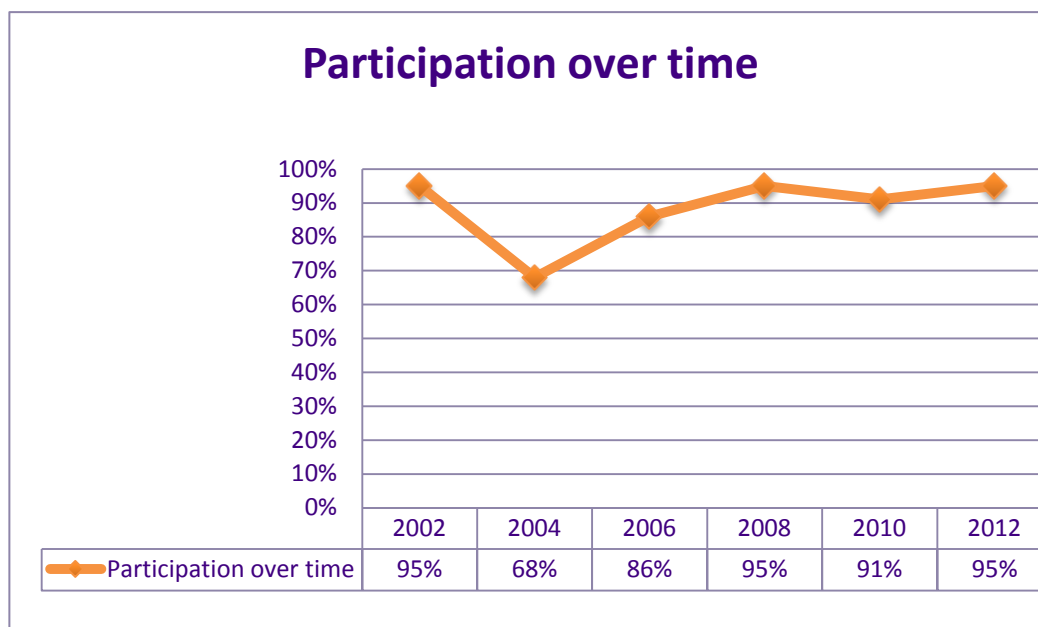
To address the loss of experience and institutional knowledge the agency will focus on the following:

1. Continue to develop skills of current employees by developing training plans for employees by analyzing staff to determine which employees demonstrate the potential to develop new competencies and match the correct employee with the proper training best suited to develop his or her skills.
2. Continue to develop and maintain division policies and procedures manuals.
3. Promote cross training to ensure that institutional job knowledge is retained.
4. Review and revise current positions as new skills are identified due to program changes or technological advancements.
5. Recruit the right employees for the right jobs by carefully identifying the necessary skill sets and matching to the most highly qualified person.

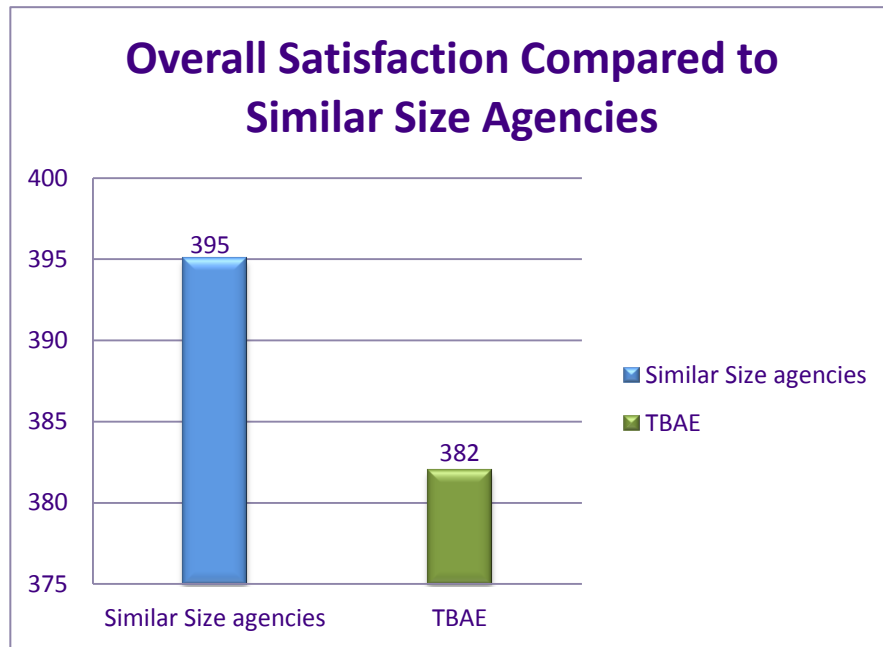
The agency's Workforce Plan will be implemented with the Strategic Plan. It will be reevaluated biennially to determine if adjustments need to be made due to changes in the agency's regulatory role or changes in technology. The Staff Services Officer and Executive Administrative Manager will work closely with the Executive Director and managers to ensure that planned or unexpected turnover and/or retirements do not leave the agency without the knowledge or skill shortages that would prevent the agency from achieving its strategic goals.

Survey of Employee Engagement Results

During the month of February 2012, 95% of staff participated in the 2012 Survey of Employee Engagement (SEE). This is a slight increase from the 2010 Survey.



During this survey period, the overall satisfaction decreased to 382. When compared to other similarly sized agencies, TBAE is slightly below, but scores typically range from 325 to 375.



This survey period found these areas to be TBAE's strengths and areas for improvement:

Highest Scores

Information Systems
Physical Environment
Supervision

Lowest Scores

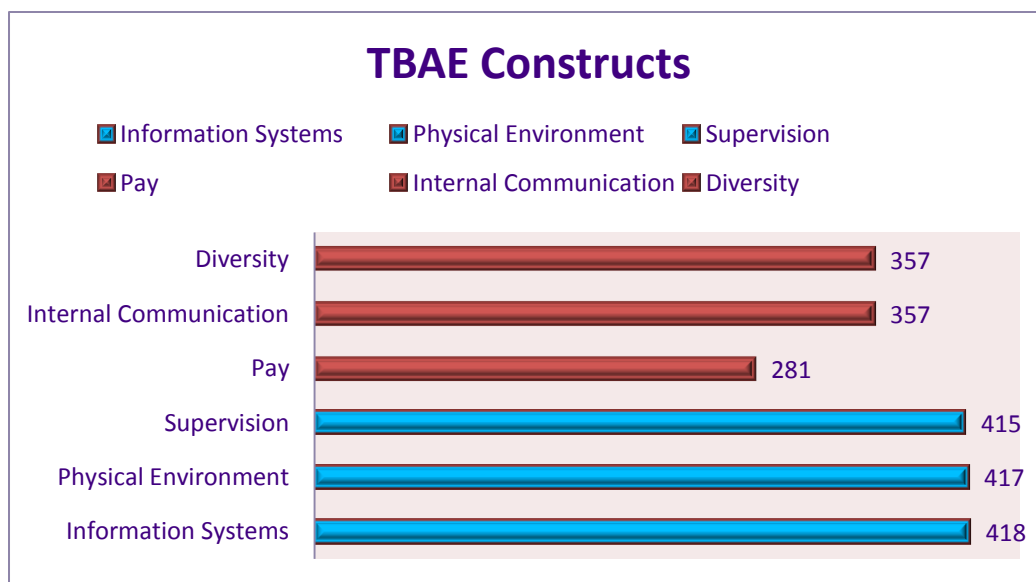
Pay
Internal Communications
Diversity

As shown below in the table below, the lowest scores continue to be the Pay and Diversity constructs. The score for the Pay construct may be an ongoing reaction to the struggling economy.

During this survey period, the Pay construct remains the lowest score. Low scores suggest that pay is a central concern or reason for satisfaction or discontent. The higher cost of living in Austin is a main driver in the perception that pay is not keeping up with expenses.

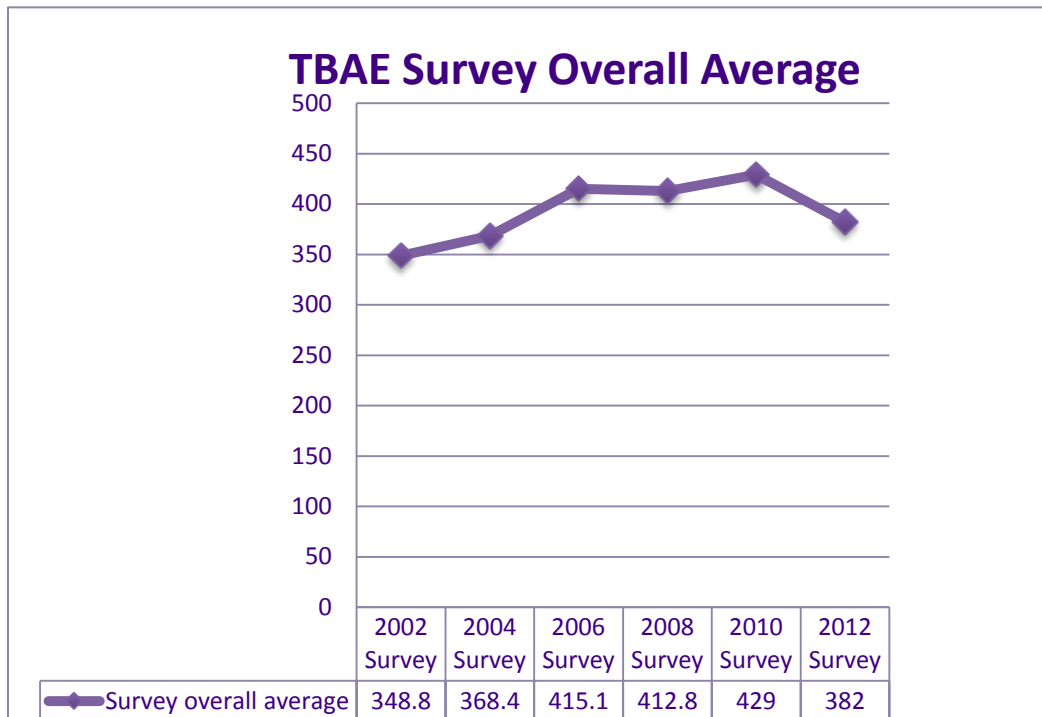
The small of size of TBAE has an impact on the diversity of staff. Compared to the statewide civilian workforce, TBAE matches the State in the Hispanic category, but needs improvement in the AA category. There is no “Other” category included. Low turnover and consolidations of positions limits opportunities for recruitment. TBAE remains committed to recruiting and retaining a highly skilled staff.

Information Systems received the highest score. Employees find that information resources are complete and accessible. The agency will need to remain vigilant about determining future information needs and meeting those needs.



Over time, TBAE’s overall score continued to climb until this year. While the score dropped to 382, it is still higher than the lower score of 368.4 received in 2004. Considering the participation rate along with the overall score indicates the employees want to see the

organization improve, and generally have a sense of responsibility to the organization. TBAE plans to seek input from staff in the areas of concern during the next survey period.



The Texas Board of Architectural Examiners (TBAE) participates in the Survey of Employee Engagement every two years. The survey results provide agency management with information on improving the well being of agency employees and improving agency operations. The information provided is an important during the strategic planning process, and provides direction for more successful management of our most critical resource: our workforce.

A complete compilation of results is available upon request.

TBAE contact information

Texas Board of Architectural Examiners

333 Guadalupe P.O. Box 12337
Suite 2-350 Austin, TX 78711
Austin, TX 78701

Tel. 512.305.9000

Fax 512.305.8900

www.tbae.state.tx.us

Cathy L. Hendricks, ASID/IIDA – Executive Director

Scott Gibson – General Counsel

Christine Brister – Staff Services Officer